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COUNTY OF LOS ANGELES  
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June 10, 2005

TO: Each Supervisor

FROM: Thomas L. Garthwaite, M.D.   
Director and Chief Medical Officer

Kae Robertson  
Managing Director   
Navigant Consulting, Inc.

**SUBJECT: KING/DREW MEDICAL CENTER ACTIVITY REPORT – WEEK ENDING  
June 10, 2005**

This is to provide you with an activity report for the week ending June 10, 2005 for King/Drew Medical Center (KDMC).

- ***Progress Made in KDMC Quality Turnaround Plan***

- Physicians

- Emergency Department physician staffing has been a major concern based on recent resignations. Compensation has been the major factor for turnover. Working with the County, a new competitive rate for clinical time is being considered. One of the Chief Residents will be joining the ED staff as an attending. Two physicians who were planning on resigning are now considering staying on. One of the Chief Residents, will be joining the ED staff as an attending.

- Nursing

- The interviews for Director of Nursing have started. One candidate has been interviewed.
- There have historically been delays in getting patients admitted from the Emergency Department due to bed availability. We are working on getting an additional four Medical/Surgical beds open.

- Pharmacy
  - Six of the seven Pharmacists who were previously reported to have failed the antimicrobials section of the competency exam have been retested and passed. The seventh Pharmacist is on extended leave of absence with an unknown anticipated return to work date.
  - We are still waiting for Local 660 to confirm a second meeting to discuss pharmacy technician competency testing.
  - The pharmacy cameras were turned on for the purpose of monitoring inventory and preventing drug diversion. A meeting was held with Local 660 on June 1 to discuss security cameras. Local 660 is filing an unfair labor practice charge since the cameras were not turned off as requested. The additional requests by Local 660 regarding the cameras were:
    1. Remove the DVR and monitoring equipment from the Director of Pharmacy's office.
      - a. We are working with the Office of Public Safety (OPS) to have the DVR moved to their office.
      - b. Access to the DVR and monitor was removed from the Director of Pharmacy's office effective the week of May 16.
    2. Post signs outside the Inpatient Pharmacy Department for notification that the area is under surveillance. (Completed on June 2, 2005)
  - Since approximately 75 percent of the Pharmacy staff are registry we recommended outsourcing the entire function to receive the benefit of management, inventory control and technology. We are continuing to work on the Request for Information for outsourcing Pharmacy. This will be reviewed by DHS and CAO.
  - There is a pending investigation of incorrect counts of controlled substances in the outpatient pharmacy.
- Perioperative Services
  - Improving the operating room utilization is a key goal for improvement. The scheduling sheet is now on Affinity and is currently in the testing phase. This should provide the capability of running reports and allow the doctors to follow the patient through the perioperative process. Reports should be available on a daily basis sorted by clinic, surgeon, cleared patients, etc. This process will hopefully be rolled out around July 1. It is expected to result in fewer surgery cancellations because all the preparatory work will have been completed and the surgeon will be available.
- Obstetrics
  - A successful "Charting the Course" session for Labor and Delivery area took place on June 1. Deliverables completed during the session included: an unanimous understanding of what the care model should be; a list of education by provider that is necessary for providing care under this model; a list of patient education needs that must be developed; policies and procedures that must be revised and rewritten; a patient flow diagram for all scenarios of the unit; and, a comprehensive equipment list. The group will be finalizing its vision statement by the end of next week.

- Affiliation Agreement
  - Drs. Garthwaite and Chernof met with Interim President and CFO of Drew University to discuss contract issues. A follow-up meeting is planned for next week with additional staff to review the interpretation of the contract language with regard to pro rated educational time.
- Ad Hoc Committee
  - Mr. Wells and Dr. Garthwaite participated in the meeting of the Ad Hoc Steering Committee of the Hospital Advisory Board. Issues/actions included:
    - Human Resources Update – concerns were expressed regarding the small number of qualified applicants for some of the key jobs. Expanded searches have been initiated.
    - Graduate Medical Education report reviewed and will be discussed in more depth at a future meeting. Drew University is working on the comprehensive analysis of programs for the December Accreditation Council on Graduate Medical Education Institutional Review.
    - Difficulty in finding Pediatric Intensive Care nurses was noted to be an industry-wide issue.
    - The Committee expressed strong support for the current format and content of the Navigant Weekly and Monthly Reports.
- Weekly Statistics Report
  - We have been working to develop a weekly statistics report to be reviewed at our joint weekly project management meeting. The first draft of that report was reviewed this week with the Hospital Advisory Board Steering Committee.

Please let us know if you have any questions.

TLG:KR:mm

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors